INDEX/VOLUME 31
January-December 1986

Arbitration

IF YOU WERE THE ARBITRATOR
- Candid-Camera Discharge . . Aug. 9
- Drug Testing . . . . . Feb. 15
- Expecting Leave . . . . . Nov. 17
- Good Samaritan . . . . . June 13
- Necessary Subcontract . . . . Apr. 11
- Noise-Conscious Management . . . . . May 11
- Parking Violation . . . . . Jan. 13
- Retirement Benefits . . . . . Oct. 17
- Short-Sighted Bump . . . . . Mar. 9
- Temporary Rehires . . . . . July 13
- Traveling Employees . . . . . Sept. 17
- Untimely Habit . . . . . Dec. 11

Change Management

Harnessing the Energy from Change Anxiety . . . . . Mar. 40

Project Management: Criteria for Good Planning . . . . . Sept. 22

Project Management: A Process to Manage Change . . . . . Aug. 30

Project Management: Scheduling Tools & Techniques . . . . . Oct. 32

Project Management: Setting Effective Controls . . . . . Nov. 31

Project Management: Choosing Computer Software . . . . . Dec. 20

Communication

Building the Power Base to Sway a Decision Your Way . . May 16

Building a Professional Image: Using "Feeling-Level" Communication . . . . . Jan. 20

Crummy Communication Climate . . . . . July 30

Do You Get What You Ask For? . . . . . Apr. 32

Employees' Right to Know . . . July 27

Listening: The Other Half of Effective Communications Aug. 26

Silent Signals . . . . . Mar. 31

When the Press Asks for an Interview . . . . . Feb. 39

Words: A Supervisor's Guide to Communications . . . . . June 34

Compensation

Developing an Incentive Program . . . . . Sept. 40

Overtime Pay: Avoiding Wage/Hour Violations . . . . July 18

Conflict Management

Are You a Party to a Personality Conflict? . . . . . July 32

Assessing the Causes of Conflicts—and Confronting the Real Issues . . . . . Mar. 34

Building a Professional Image: Handling Conflict . . . . . Feb. 24

How to Lessen a Conflict . . . . Oct. 18

Counseling

The Plateauing Trap . . . . . Dec. 4

To Fire or Not to Fire? . . . . . Feb. 30

Using Counseling to End Marginal Performance . . . . . Jan. 26

What to Do with Incompetent Employees . . . . . Mar. 10

Will Coaching Pay Off? . . . . . Sept. 18

Creative Problem Solving

Eight Steps to Successful Problem Solving . . . . . Jan. 7

If You Want Your Ideas Approved . . . . . Sept. 5

Tapping Employees' Creativity . . . . . Feb. 16

INDEX/VOLUME 31
January-December 1986

Arbitration

IF YOU WERE THE ARBITRATOR
- Candid-Camera Discharge . . Aug. 9
- Drug Testing . . . . . Feb. 15
- Expecting Leave . . . . . Nov. 17
- Good Samaritan . . . . . June 13
- Necessary Subcontract . . . . Apr. 11
- Noise-Conscious Management . . . . . May 11
- Parking Violation . . . . . Jan. 13
- Retirement Benefits . . . . . Oct. 17
- Short-Sighted Bump . . . . . Mar. 9
- Temporary Rehires . . . . . July 13
- Traveling Employees . . . . . Sept. 17
- Untimely Habit . . . . . Dec. 11

Change Management

Harnessing the Energy from Change Anxiety . . . . . Mar. 40

Project Management: Criteria for Good Planning . . . . . Sept. 22

Project Management: A Process to Manage Change . . . . . Aug. 30

Project Management: Scheduling Tools & Techniques . . . . . Oct. 32

Project Management: Setting Effective Controls . . . . . Nov. 31

Project Management: Choosing Computer Software . . . . . Dec. 20

Communication

Building the Power Base to Sway a Decision Your Way . . May 16

Building a Professional Image: Using "Feeling-Level" Communication . . . . . Jan. 20

Crummy Communication Climate . . . . . July 30

Do You Get What You Ask For? . . . . . Apr. 32

Employees' Right to Know . . . July 27

Listening: The Other Half of Effective Communications Aug. 26

Silent Signals . . . . . Mar. 31

When the Press Asks for an Interview . . . . . Feb. 39

Words: A Supervisor's Guide to Communications . . . . . June 34

Compensation

Developing an Incentive Program . . . . . Sept. 40

Overtime Pay: Avoiding Wage/Hour Violations . . . . July 18

Conflict Management

Are You a Party to a Personality Conflict? . . . . . July 32

Assessing the Causes of Conflicts—and Confronting the Real Issues . . . . . Mar. 34

Building a Professional Image: Handling Conflict . . . . . Feb. 24

How to Lessen a Conflict . . . . Oct. 18

Counseling

The Plateauing Trap . . . . . Dec. 4

To Fire or Not to Fire? . . . . . Feb. 30

Using Counseling to End Marginal Performance . . . . . Jan. 26

What to Do with Incompetent Employees . . . . . Mar. 10

Will Coaching Pay Off? . . . . . Sept. 18

Creative Problem Solving

Eight Steps to Successful Problem Solving . . . . . Jan. 7

If You Want Your Ideas Approved . . . . . Sept. 5

Tapping Employees' Creativity . . . . . Feb. 16

Tapping a Hidden Resource...Mar. 17

Culture

Crummy Communication Climate.....July 30
Gauging Organizational Climate.....June 14

Discipline

Assault on the Job.....June 4
The Case Against Punishment.....Nov. 40
Discipline Without Guilt....May 34
The Employee Who Violates Company Policy.....July 14
Your Role in the Prevention of Employee Theft.....Aug. 20

EDP

Getting Up to Speed on Spreadsheet Software.....Apr. 12
Handling the Data Processing Professional.....Mar. 28
Project Management: Using the Computer.....Dec. 20

Ethics

Doing What's Right.....June 24
Workplace Ethics.....Dec. 12

Government Regulations

AIDS and the Law.....Sept. 12
Avoiding Wrongful Discharge Suits.....June 19
Decertification: The Role of the First-Line Supervisor...Feb. 21
Employees' Right to Know...July 27
Overtime Pay: Avoiding Wage/Hour Violations.....July 18
Performance Appraisals and the Law.....July 5
Women Supervisors Experience Sexual Harassment, Too.....Apr. 35

Hiring

Checking References.....Jan. 29
The First Day at Work.....Oct. 37
How to Interview Job Applicants.....Apr. 37
Integrating Your New Employee into the Organization.....Feb. 12
A Job Description for a Reference.....Apr. 25

Labor Relations

Decertification: The Role of the First-Line Supervisor...Feb. 21
The Impact of Layoffs on the Survivors.....Feb. 2
Overtime Pay: Avoiding Wage/Hour Violations.....July 18

Management Development

Choosing Between Directive and Participative Management.....Jan. 14
Games Managers Play.....Apr. 2
Getting Ready Today for the Production Operations of Tomorrow.....May 3
Getting Up to Speed on Spreadsheet Software.....Apr. 12
How to Read Your Company's Financial Report.....Dec. 23
Increasing Your Supervisory Authority.....Sept. 37
Managerial Obsolescence: How to Keep It from Happening to You.....Apr. 15
A No-Nonsense Guide to Being Stressed.....Oct. 27
The Peer Conflict.....May 25
Seven Reasons Why Managers Don't Delegate.....Nov. 26
Training in Team and Consensus Building.....Sept. 31
Understanding the Work Personality.....Feb. 34
What Every New Manager Should Be Told.....Oct. 4
Who Really Controls Quality?..Apr. 8

Management Style
Authority: It Doesn't Just Come with the Job .....Aug. 35
Building the Power Base to Sway a Decision Your Way..May 16
Building a Professional Image: Using "Feeling-Level" Communication....Jan. 20
Choosing Between Directive and Participative Management .....Jan. 14
Consulting Patterns of Successful Managers .....May 32
Coping with Organizational Power .....Apr. 28
Doing What's Right .....June 24
First Impressions: How They Affect Long-Term Performance .....Mar. 2
Flexible Leadership Styles: One Supervisor's Story ...Jan. 2
How Your Leadership Style Affects the Creativity of Your Employees .....Nov. 18
Increasing Your Supervisory Authority .....Sept. 37
Leadership by Example .....Aug. 10
Power, Politics, and the First-Line Supervisor .....Jan. 36
Taking the Strategic Planning Initiative.....June 36
To Control Costs, Manage People Better.....July 41

Management Technique
A Complaint Processing System That Works .....July 22
The Informal Organization Chart.....Jan. 40
A Job Description for a Reference.....Apr. 25
The Supervisor's Role in a Training Needs Analysis ...May 40
To-Do Lists for Managers ....May 37

Motivation
Advice for Night-Shift Managers .....July 10
Developing an Incentive Program .....Sept. 40
Getting Employees to Show Initiative.....Jan. 17
How Your Leadership Style Affects the Creativity of Your Employees .....Nov. 18
Job Satisfaction: How to Motivate Today's Workers..Feb. 8
It's Hard to Work with Strangers .....May 12
A New Look at Motivation ...Apr. 19
Program Replaces Flowers for Office Support .....Aug. 38
Tapping Employees' Creativity .....Feb. 16

Office Services
Program Replaces Flowers for Office Support .....Aug. 38
Time to Review Your Office Work Measurement System?.....Mar. 24

Planning
Developing an Operational Plan .....Sept. 27
Project Management: Criteria for Good Planning .....Sept. 22
Taking the Strategic Planning Initiative.....June 36

Performance Appraisals (also see counseling)
Performance Appraisals and the Law.....July 5

Productivity
Getting More Output from Your Department .....Aug. 5
Time to Review Your Office Work Measurement System?.....Mar. 24

Project Management
Project Management: Criteria for Good Planning .....Sept. 22
Project Management: A

Process to Manage Change . . Aug. 30
Project Management: Scheduling Tools & Techniques . . . . . Oct. 32
Project Management: Setting Effective Controls . . . . . Nov. 31
Project Management: Using the Computer . . . . . Dec. 20

Special Supervisory Problems (also see counseling and discipline)
Assault on the Job . . . . . June 4
Advice for Night-Shift Managers . . . . . July 10
Coping with Illiteracy in the Workplace . . . . . Nov. 5
Coping with a Staff Shortage in a Hiring Freeze . . . . . Oct. 25
Handling the Data Processing Professional . . . . . Mar. 28
How to Work with the Rehabilitated Mentally Ill . . . Jan. 32
The Impact of Layoffs on the Survivors . . . . . Feb. 2
Management in a Cross-Cultural Environment: The Best of Both Worlds . . June 28
Problem Employees: The Cynic . . . . . Oct. 14
Problem Employees: The Office Entrepreneur . . . . . Dec. 17
Problem Employees: The Workplace Affair . . . . . Nov. 36
Quick Fix: Testing for Drugs . . . Nov. 12
Women Supervisors Experience Sexual Harassment, Too . . . . . Apr. 35
Your Role in the Prevention of Employee Thefts . . . . . Aug. 20

Training
Examining Our Telephone Manners . . . . . Mar. 21
How to "Grow" Your People . . . Jan. 10
Keeping Account of Employees' Skills . . . . . May 20
The Supervisor's Role in a Training Needs Analysis . . . May 40

What Others Are Saying
The Imposter Syndrome . . . . . Aug. 18
Peak Performance: It Can Be Learned—and Taught . . . . . June 26
Tarkenton on Teambuilding . . . Oct. 30

Your Personal Management
Financial Fact or Fiction . . . . . July 39
Money Management for Two-Income Couples . . . . . Feb. 42
A Neglected Investment Opportunity . . . . . Nov. 34

INDEX, 1986
Authors

Abrams, Roni. Do You Get What You Ask For? . . . . . Apr. 32
Alexander Hamilton Institute. Performance Appraisals and the Law . . . July 5
Ameci, Gini. Overtime Pay: Avoiding Wage/Hour Violations . . . . . July 18
Apking, Ann M. and Laura K. Fleming. The Supervisor's Role in a Training Needs Analysis . . . . . May 40
Aptman, Leonard H. Project Management: A Process to Manage Change . . . . . Aug. 30
Project Management: Criteria for Good Planning . . . . . Sept. 22
Project Management: Scheduling Tools & Techniques . . . . . Oct. 32

Project Management: Setting Effective Controls ..... Nov. 31
Project Management: Choosing Computer Software ..... Dec. 20
Arthur, Diane. The First Day at Work ..... Oct. 37
Ashworth, D.N., D. Dodd-McCue, and J.K. Matejka. Discipline Without Guilt ..... May 34
Baderschneider, Earl. Parking Violation ..... Jan. 13
Drug Testing ..... Feb. 15
Short-Sighted Bump ..... Mar. 9
Necessary Subcontract ..... Apr. 11
Noise-Conscious Management ..... May 11
Good Samaritan ..... June 13
Temporary Rehires ..... July 13
Candid-Camera Discharge ..... Aug. 9
Traveling Employees ..... Sept. 17
Retirement Benefits ..... Oct. 17
Expecting Leave ..... Nov. 17
Untimely Habit ..... Dec. 11
Baker, H. Kent and Philip Morgan. Building a Professional Image: Using "Feeling-Level" Communication ..... Jan. 20
Building a Professional Image: Handling Conflict ..... Feb. 24
Bardwick, Judith M. Counseling a Plateaued Employee ..... Dec. 4
Barnard, Janet. Managerial Obsolescence: How to Keep It from Happening to You ..... Apr. 15
Baroni, Barry J. A Complaint Processing System That Works ..... July 22
Bethke, Art, R. Wayne Mondy, and Shane Premeaux. Decertification: The Role of the First-Line Supervisor ..... Feb. 21
Blai, Boris. Eight Steps to Successful Problem Solving ..... Jan. 7
Blank, Warren. It's Hard to Work with Strangers ..... May 12
Boveington, Kurt W. and Harry A. Washing. Keeping Account of Employees' Skills ..... May 20
Bracbe, Alan. Taking the Strategic Planning Initiative ..... June 36
Braid, Robert W. Using Counseling to End Marginal Performance ..... Jan. 26
Brockner, Joel. The Impact of Layoffs on the Survivors ..... Feb. 2
Buckman, Steve. To Fire or Not to Fire? ..... Feb. 30
Doing What's Right ..... June 24
Caruth, Don. Words: A Supervisor's Guide to Communications ..... June 34
Chasnoff, Robert and Peter Muniz. Assessing the Causes of Conflicts—and Confronting the Real Issues ..... Mar. 34
Clarke, Lillian Wilson. Women Supervisors Experience Sexual Harassment, Too ..... Apr. 25
Concilio, Richard V. Will Coaching Pay Off? ..... Oct. 18
Coplin, William D. Building the Power Base to Sway a Decision Your Way ..... May 16
Corbett, Laurence P. Avoiding Wrongful Discharge Suits ..... June 19
Cornell, Richard D. Examining Our Telephone Manners ..... Mar. 21
Cowan, Karen M., James R. Wilcox, and Ethel M. Wilcox. How to Lessen a Conflict ..... Oct. 18

Davidson, Jeffrey P. Checking References ..... Jan. 29
Handling the Data Processing Professional ..... Mar. 28
Dees, Rusch O. The Quick Fix: Testing for Drugs ..... Nov. 12
Denton, D. Keith. If You Want Your Ideas Approved ..... Oct. 5
Dodd-McCue, D., J.K. Matejka, and D.N. Ashworth. Discipline Without Guilt ..... May 34
Edwards, Gary. Workplace Ethics ..... Dec. 12
Elgood, Chris. Games Managers Play ..... Apr. 2
Evans, Frank C. How to Read Your Company's Financial Report ..... Dec. 23
Fleming, Laura K. and Ann M. Apking. The Supervisor's Role in a Training Needs Analysis ..... May 40
Garrison, Janet and Richard Hamlin. Choosing Between Directive and Participative Management ..... Jan. 14
Gemmel, Art. Management in a Cross-Cultural Environment: The Best of Both Worlds ..... June 28
George, R. Thomas. First Impressions: How They Affect Long-Term Performance ..... Mar. 2
Gillen, Dennis J. Harnessing the Energy from Change Anxiety ..... Mar. 40
Glassman, Edward. How Your Leadership Style Affects the Creativity of Your Employees ..... Nov. 18
Godfrey, Robert R. Tapping Employees' Creativity ..... Feb. 16
Gold, Charlotte. Assault on the Job ..... June 4
Griffith, T.J. Understanding the Work Personality ..... Feb. 34
Halatin, Ted and Bill J. Middlebrook. A Job Description for a Reference ..... Apr. 25
Hall, Charles. The Informal Organization Chart ..... Jan. 40
Hall, R. Vance. Developing an Incentive Program ..... Oct. 40
Hamann, Joan. Getting More Output from Your Department ..... Aug. 5
Hamlin, Richard and Janet Garrison. Choosing Between Directive and Participative Management ..... Jan. 14
Hansen, M.R. To Do Lists for Managers ..... May 37
Hensey, Melville. Consulting Patterns of Successful Managers ..... May 32
Hines, Carolyn and Wesley Wilson. A No-Nonsense Guide to Being Stressed ..... Oct. 27
Hodge, John. Advice for Night-Shift Managers ..... July 10
Jakubovics, Jerry. Coping with Illiteracy in the Workplace ..... Nov. 5
Johnson, Cindy and Artie S. Lewis. Program Replaces Flowers ..... Aug. 38
Josefowitz, Natasha. What Every New Manager Should Be Told ..... Oct. 4
Kafka, Vincent W. A New Look at Motivation ..... Apr. 19
Keleman, Kenneth, Eugene Owens, and E. Leroy Plumlee. Time to Review Your Office Work Measurement System? ..... Mar. 24
King, Alice Gore. How to Interview Job Applicants ..... Apr. 37
King, Corwin P. Crummy Communication Climate ..... July 30
Lawrie, John W. How to "Grow" Your People ..... Jan. 10

Lewis, Artie S. and Cindy Johnson. Program Replaces Flowers..... Aug.38
Matejka, J.K., D.N. Ashworth, and D. Dodd-McCue. Discipline Without Guilt.....May 34
Mather, Hal. Getting Ready Today for the Production Operations of Tomorrow.....May 3
McAfee, R. Bruce and Betty J. Ricks. Leadership by Example ..... Aug. 10
Middlebrook, Bill J. and Ted Halatin. A Job Description for a Reference.....Apr. 25
Milbourn, Gene, Jr. The Case Against Punishment ..... Nov. 40
Middleton, Bill. Getting up to Speed on Spreadsheet Software.....Apr. 12
Mondy, R. Wayne and Shane R. Premeaux. Power, Politics, and the First-Line Supervisor ..... Jan. 36
Problem Employees: The Cynic .....Oct. 14
Problem Employees: The Office Entrepreneur ..... Dec. 17
Problem Employees: The Workplace Affair ..... Nov. 36
Mondy, R. Wayne, Shane Premeaux, and Art Bethke. Decertification: The Role of the First-Line Supervisor ..... Feb. 21
Morgan, Philip and H. Kent Baker. Building a Professional Image: Using "Feeling-Level" Communication ..... Jan. 20
Building a Professional Image: Handling Conflict..... Feb. 24
Muniz, Peter and Robert Chasnoff. The Causes of Conflicts ..... Mar. 34
Nanda, Ravinda. Training in Team and Consensus Building.....Oct. 31
Nave, James L. Gauging Organizational Climate..... June 14
Nelson, Andre. Who Really Controls Quality? .....Apr. 8
Newmiller, Clyde, R. Wayne Mondy, and Shane R. Premeaux. People Problems: The Office Entrepreneur ..... Dec. 17
Niebouse, Oliver. Job Satisfaction: How to Motivate Today's Workers....Feb. 8
Listening: The Other Half of Effective Communications..... Aug. 26
Nordstrom, Rodney. Developing an Incentive Program.....Oct. 40
Owens, Eugene, E. Leroy Plumlee, and Kenneth Keleman. Time to Review Your Office Work Measurement System? ..... Mar. 24
Parson, Mary Jean. The Peer Conflict .....May 25
Payne, Stephen L. and Bernard F. Pettingill. Coping with Organizational Politics .....Apr. 28
Pettingill, Bernard F. and Stephen L. Payne. Coping with Organizational Politics .....Apr. 28
Phillips, Jack. Authority: It Doesn't Just Come with the Job ..... Aug. 35
Increasing Your Supervisory Authority .....Oct. 37
Plumlee, E. Leroy, Kenneth Keleman, and Eugene Owens. Time to Review Your Office Measurement System? ..... Mar. 24
Powers, Bob. Developing an Operational Plan .....Oct. 27
Premeaux, Shane R. and R. Wayne Mondy. Power, Politics, and the First-Line

Supervisor ..... Jan. 36
Problem Employees: The Cynic ..... Oct. 14
Problem Employees: The Office Entrepreneur ..... Dec. 17
Problem Employees: The Workplace Affair ..... Nov. 36
Premeaux, Shane, R. Wayne Mondy, and Art Bethke. Decertification: The Role of the First-Line Supervisor ..... Feb. 21
Pringle, Charles W. Seven Reasons Why Managers Don't Delegate ... Nov. 26
Pulich, Marcia Ann. What to Do with Incompetent Employees ..... Mar. 10
Are You a Party to a Personality Conflict? ..... July 32
Ricks, Betty J. and R. Bruce McAfee. Leadership by Example ..... Aug. 10
Rudie, Mary J. Financial Fact vs. Fiction ..... July 39
Saad, Henry W. AIDS and the Law ..... Oct. 12
Schenker, Jonathan. When the Press Asks for an Interview ..... Feb. 39
Segall, Linda J. Integrating Your New Employee into the Organization ... Feb. 12
Tapping a Hidden Resource ..... Mar. 17
Sheppard, I. Thomas. Silent Signals ..... Mar. 31
Sherwood, Andrew. To Control Costs, Manage People Better ..... July 41
Simpson, Robert. A Neglected Investment Opportunity ..... Nov. 34
Sisson, Suzanne. Getting Employees to Show Initiative ..... Jan. 17
Smith, Linda. Coping with a Staff Shortage in a Hiring Freeze ..... Oct. 25
Solomon, Jeffrey R. How to Work with the Rehabilitated Mentally Ill ..... Jan 32
Stark, Norman. Employees' Right to Know ..... July 27
Taylor, Robert R. Your Role in the Prevention of Employee Theft .... Aug. 20
Washing, Harry A. and Kurt W. Boveington. Keeping Account of Employees' Skills ..... May 20
Weiner, Gloria J. Money Management for Two-Income Couples ..... Feb. 42
Weiss, W.H. The Employee Who Violates Company Policy ..... July 14
Wilcox, Ethel M., James R. Wilcox, and Karen M. Cowan. How to Lessen a Conflict ..... Oct. 18
Wilcox, James R., Ethel M. Wilcox, and Karen M. Cowan. How to Lessen a Conflict ..... Oct. 18
Wilson, Wesley and Carolyn Hines. A No-Nonsense Guide to Being Stressed ..... Oct. 27
Yanker, Marge. Flexible Leadership Styles: One Supervisor's Story ..... Jan. 2

All subscription orders, correspondence regarding subscription service, and change-of-address notices, together with your address label, should be sent directly to:

AMERICAN MANAGEMENT ASSOCIATION, Subscription Services
Box 319, Saranac Lake, New York 12983

Please allow eight weeks for a change of address